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Attachment B

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COMPONENT ANNUAL REPORT

SECTION I. GENERAL

1. Section I of the Component Annual Report is to provide an introduction to and a context for the discussion of accomplishments with respect to specific objectives in Section II. This introduction may thus appropriately discuss the external operating situation or environment of the Component, focusing on those aspects of the situation which facilitate or impede the accomplishment of its mission. Specific events or developments which occurred during the reporting period and which affected the general accomplishment of the Component's objectives should be identified.

2. Section I also may include an overview of the operating and management strategies of the Component in pursuance of its mission. It may be necessary, for example, for a Component to explain its general approach to its missions and objectives, in order to render separate discussions of its specific objectives intelligible.

3. Section I may also identify and address factors of a general nature (non-operational) which affected performance negatively or positively. For example, a renewed outbreak of

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the Arab-Israeli war should be an external situational factor which required diversion of resources and slow-down of other activities, and should be mentioned under paragraph 1, above, in discussing the operating situation. On the other hand, a reorganization or realignment within a Directorate which substantially affected the reporting component could be identified as a general factor of an internal nature.

4. Changes in objectives midstream (e.g., issuance of a new objective halfway through the operating year) should be identified and discussed.

## SECTION II. ACCOMPLISHMENTS

5. This Section will address each objective of the Component successively, and discuss results achieved--full accomplishment, degree of progress or lack of progress--and other factors, in accordance with the following outline:

a. Objective 1 (identify either DCI, DD or Component)

(1) Statement of Objective

(2) Action Plan

A paragraph to describe the plan followed and explain "benchmarks," "milestones"

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(intermediate task targets), or standards used for measuring progress.

### (3) Progress and Shortfall

Description of results achieved: full accomplishment, or failing full accomplishment, a measure of the progress made during the year in terms of "milestones" passed, actions completed, or intermediate standards reached. This section is the heart of the report and should be treated fully and seriously, avoiding any masking of shortfall or any shortfall, or treatment that makes lack of progress look like success. This section should be developed in adequate detail and fact as to communicate and demonstrate exactly where the Component stands along the scale of achievement. It is not expected that all objectives can be fully or even satisfactorily accomplished in the given time frames. This section should be developed on a statistical or quantitative basis to the extent that statistics

or quantitative measurements are applicable and useful to illustrate or prove a point. The numbers should then be fleshed out in factual and descriptive narrative.

(4) Problems

Problems and obstacles relative to the objective and encountered in the course of implementing the action program should be identified and described. Measures taken to overcome problems and obstacles should be identified, or measures taken to assure that the obstacles will not reoccur should be described.

(5) Future Plans

The Component may wish to modify the action plan, or to develop a new one. New benchmarks should be specified.

(6) Costs

Dollar costs and manyear commitment to the objective should be estimated. This will undoubtedly require estimating and pro-rating across projects, activities and organizational sub-units. Accounting precision is not necessary, but the approximations

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should nonetheless be as good as possible.

Components should retain for at least one year the worksheets used to develop these estimates.

b. Objective 2.

As above

c. Objective 3.

etc.

### SECTION III. OTHER ACTIVITIES

6. This section should be used to identify and describe significant activities conducted within or by the Component which are not subsumed under one of the listed DCI, DD or Component objectives. Each separate significant activity should carry a dollar cost and manyear estimate in accordance with Section II above.

7. For example, a Component may have one or several major activities which are routine in nature and constitute infrastructure for the visible outputs of the Component but are not easily identifiable with any single output.

### SECTION IV. RESOURCES SUMMARY

8. The Component will merely pull the dollar and manyear estimates from Sections II and III above and recapitulate them in a single table.

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SECTION V. RECOMMENDATIONS

9. In this section the Component may provide a free discussion of the objectives, feasibility, strategy changes, or resource or other requirements. The Component may wish to recommend modification or deletion of certain objectives, addition of new objectives. It may wish to discuss new equipment ideas or requirements, new or different training or personnel requirements, and so on. The common thread for such discussions, analyses and recommendations is the problems encountered and experiences gained in attempting to meet the Component's specified objectives.

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